

# **Banana Industry Strategic Investment Plan**

Jenny Margetts  
Plant & Food Research Australia Pty Ltd

Project Number: BA12017

## **BA12017**

This report is published by Horticulture Australia Ltd to pass on information concerning horticultural research and development undertaken for the banana industry.

The research contained in this report was funded by Horticulture Australia Ltd with the financial support of the banana industry.

All expressions of opinion are not to be regarded as expressing the opinion of Horticulture Australia Ltd or any authority of the Australian Government.

The Company and the Australian Government accept no responsibility for any of the opinions or the accuracy of the information contained in this report and readers should rely upon their own enquiries in making decisions concerning their own interests.

ISBN 0 7341 3354 5

Published and distributed by:  
Horticulture Australia Ltd  
Level 7  
179 Elizabeth Street  
Sydney NSW 2000  
Telephone: (02) 8295 2300  
Fax: (02) 8295 2399

© Copyright 2014



*Horticulture Australia*



---

**PROJECT BA12017: BANANA INDUSTRY  
STRATEGIC INVESTMENT PLAN  
FINAL REPORT  
MILESTONE (190)**

---

---

DATE: 28/05/14

---

HAL Project Number: BA12017  
Project Leader: Jenny Margetts  
Plant & Food Research Australia Pty Ltd  
Level 14, 97 Creek St  
Brisbane CBD QLD 4000  
jenny.margetts@ plantandfood.com.au



Date of the report: 28 May 2014

Disclaimer: Any recommendations contained in this publication do not necessarily represent current HAL policy. No person should act on the basis of the contents of this publication, whether as to matters of fact or opinion or other content, without first obtaining specific, independent professional advice in respect of the matters set out in this publication.

Unless agreed otherwise, Plant & Food Research Australia Pty Ltd does not give any prediction, warranty or assurance in relation to the accuracy of or fitness for any particular use or application of, any information or scientific or other result contained in this report. Neither Plant & Food Research nor any of its employees shall be liable for any cost (including legal costs), claim, liability, loss, damage, injury or the like, which may be suffered or incurred as a direct or indirect result of the reliance by any person on any information contained in this report.

## **TABLE OF CONTENTS**

Summary.....	1
Plan Development Process .....	1
Communication and extension activities.....	3
Commercialisation & intellectual property issues .....	3
Attachments.....	3



## SUMMARY

---

An Industry Strategic Investment Plan (SIP) for the Australian Banana Industry is required to be developed to inform industry levy investment from 2014/15 to 2018/19. In the next five years, HAL, in consultation with the Industry Advisory Committee (IAC), is likely to invest approximately \$35 million in R&D and marketing/promotion on behalf of the Australian banana industry.

The development of the draft SIP was preceded by a planning and consultation phase. As part of the consultation, two major workshops were held with growers, researchers and other stakeholders in August 2013. These were held in Yamba (NSW) and South Johnstone (FNQ); both were well attended.

Additionally a survey was administered to all stakeholders that receive *Australian Bananas* and there were a number of one-on-one consultations with key stakeholders conducted by the consultant. Feedback from these activities was also used to inform the plans.

A draft SIP and R&D Operational Plan were developed and signed off by the IAC. The draft SIP was then published on the Australian Banana Growers' Council (ABGC) website and posted to all banana growers and industry stakeholders for comment. Where appropriate, feedback was incorporated into a revised draft.

There were a number of steps required to complete the SIP, including further workshops with the IAC to agree allocation of levy dollars and assumptions around benefit cost analysis of the proposed investment.

Following this, a final SIP and R&D Operational Plan have been developed and reviewed and signed off by IAC and HAL.

## PLAN DEVELOPMENT PROCESS

---

The following process was employed in the development of the Plan:

### ***Workshop with Planning Group***

A workshop was held with the Planning Group (IAC) to discuss the planning process and the plan framework.

### ***Review of current SIP and update the situation analysis (July 2013)***

A review of the current 2009 – 2014 Strategic Plan was completed. This review drew on industry documentation (project reports); feedback from the Banana IAC, ABGC and other key stakeholders. This assisted in forming the possible actions under the new plan. There were several areas in the plan where there was only partial achievement of required outcomes. In a majority of cases this was due to the impact of Cyclone Yasi and its effect on research and available levy funding.

The update of the industry situation analysis was completed and included as an Appendix to the SIP.

### ***Develop and administer survey of industry stakeholders***

A survey was developed to collect feedback from growers and other stakeholders on issues affecting their business viability, future industry development opportunities and areas where the R&D levy should potentially be invested. The survey was distributed with *Australian Bananas* magazine. All responses were considered in the development of the draft SIP.

### ***Industry Workshops - Yamba/South Johnstone (August 2013)***

Two x one-day workshops were held with members of the IAC, grower/packer representatives, wholesalers, retailers, researchers, industry consultants, ABGC and HAL. Participants attending the workshops were provided with background reading material.

The purpose of the workshops was to consider the possible impacts on the Australian banana industry over the longer term; to frame a five-year plan that would seek to support the development of the industry; and to consider the objectives and strategies that would support achievement of the outcomes to which the industry aspired.

### ***Consultation with other industry stakeholders***

Consultation was also undertaken with other key stakeholders including researchers, wholesalers and retailers who were unable to attend the workshops.

### ***Develop draft SIP and R&D Operational Plan; and IAC sign-off (October - December 2013)***

A draft SIP and R&D Operational Plan were developed. The draft SIP was provided to all workshop participants, and the IAC and its sub-committees were provided with the SIP and R&D Operational Plan for comment. After comments were received, amendments were made as necessary to the SIP (second draft). The R&D Operational Plan was updated in line with the new version of the SIP. The IAC then reviewed and signed off the second draft SIP and reviewed the R&D Operational Plan.

### ***Broad Industry Consultation (Dec 13; Jan - Feb 14)***

The draft SIP was posted to all industry stakeholders for comment. A copy was also made available via the ABGC website. There was significant communication around the publishing of the draft SIP to encourage industry feedback during the six-week consultation period. Amendments were made to the plan where appropriate.

### ***Workshop with IAC (February 14)***

A workshop was held with the IAC in February 2014 to refine the SIP, its objectives, strategies and outcomes (kpis); and to discuss the economic analysis of the SIP and the underlying assumptions that should be used to inform the development of the benefit cost analysis. One of the highlighted issues from this workshop was the limited available levy funding to meet the R&D needs of the industry. This situation required further work to determine investment priorities and as result a changes method was adopted.

### ***Review of Plan with HAL (March 2014)***

A review of the plan was undertaken with key HAL staff, Plant & Food Research and AgEconPlus to ensure that the approach and outcomes expected from the plan were achievable. There was a focus on the benefit cost analysis and decision-making processes that would be used to determine future investment of funds.

### ***Follow up workshop with IAC (May 2014)***

A final workshop was held with the IAC in May 2014, to consider the preliminary findings of the benefit cost analysis and to make decisions on the allocation of funds. At the completion of the meeting, informed agreement had been reached on the investment profile that the IAC believed best met the needs of industry. There was discussion around limitation of funds to meet all R&D needs of the industry and the need to focus investment. There was discussion about how the industry might better leverage other sources of funding to assist in delivering outcomes. One of the outcomes from the meeting was an identified need for the industry to be investing more in supply chain and consumer science, if funding became available.



### ***Final update of plan and sign off (May 2014)***

Following the above meeting, the SIP and R&D Operational Plan were finalised and distributed to the IAC for comment and sign-off. The Plan was signed-off via teleconference (28 May 2014).

## **COMMUNICATION AND EXTENSION ACTIVITIES**

---

The following extension/communication activities have been undertaken:

- Numerous articles in Banana Growers' E-bulletins and *Australian Bananas* magazine – (both distributed by ABGC) from the commencement of the project to date
- Invitation to participate in survey – provided as insert with *Australian Bananas*
- Two industry workshops (Yamba and South Johnstone), to inform the SIP and R&D Operation Plan (background documentation was provided to all participants)
- Numerous one-on-one consultation meetings with wholesalers, retailers, marketers and growers to gather feedback, to inform the SIP and R&D Action Plan
- Draft SIP posted to all growers and stakeholders with request for feedback
- Draft SIP uploaded to ABGC website (December – February).

## **COMMERCIALISATION & INTELLECTUAL PROPERTY ISSUES**

---

There are no commercialisation or IP issues.

## **ATTACHMENTS**

---

### **1. DRAFT STRATEGIC INVESTMENT PLAN**

---

The final SIP and R&D Operational Plan are provided as separate attachments.